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THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

*Its Organization, with Suggestions
for Its Development and Methods
of Operation*

Headquarters of the Movement
111 FIFTH AVENUE
New York

Foreword

THIS STATEMENT is prepared in advance of the fuller and more complete literature of the Interchurch World Movement, as a special memorandum for those earnest Christian men and women throughout the nation who are glad to avail themselves of immediate opportunities of participating in the great ideals of the Movement. It is submitted upon the supposition that the earlier pamphlet (No. 4), "Its Origin, Purposes and Plans," has been read. No attempt is made here to give a historic statement or to outline the ecclesiastical relationships, both of which are of intense interest and significance. Later, literature will follow upon particular departments of the work, such as, The Surveys, Life Service, Stewardship, Programs for State and Local Committees, Organization for Financial Canvass, and The Missionary Messages. The scope of this pamphlet is limited to suggestions concerning the immediate tasks and to those which build themselves into the permanent work of the Movement. Additional information will be supplied upon any feature of the work at

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GREATEST EFFICIENCY will be insured if all of those participating in the Movement in any way, anywhere, understand the general plan of the organization by which the work is to be carried on. This outline is given as a simple, compact statement, with the understanding that several features will be treated more fully in pamphlets which are to be issued later.

THE GENERAL COMMITTEE

This is composed of about one hundred and fifty men and women nominated by the various churches, boards and societies cooperating in the Movement. The functions of the Committee are the general supervision of the work and its correlation, in an intimate way, with all of the organizations affiliated. The major features will be conducted through the following:

The Executive Committee
The Secretarial Cabinet
The Field Department
The Survey Department
The Life Service Department
The Stewardship Department
Department of Spiritual Resources
The Publicity Department
The Treasury Department
The Service Department
The Conservation Department

The General Committee proceeds upon two fundamental principles which will be observed fully:

1. To make the organization as simple as it can be, in the interest of economy of time and money.
2. To work in close harmony with all other national religious bodies and to use other existing agencies to the fullest degree possible. This will be especially true of the denominational and educational boards participating.

DIVISIONAL ADMINISTRATION

In recognition of the unique issues in different sections, the country has been divided into ten areas. Divisional secretaries will be in charge of each with such associates as may seem necessary. These secretaries will be directly related to the New York headquarters. No permanent committees will be appointed, but committees for such advisory and special service as may be needed will be formed. The areas are as follows:

NEW ENGLAND—Headquarters in Boston covering the following states:

Maine	Massachusetts
New Hampshire	Connecticut
Vermont	Rhode Island

NORTH ATLANTIC—Headquarters in New York covering following states:

New York	Maryland
Pennsylvania	West Virginia
New Jersey	Delaware

SOUTH ATLANTIC—Headquarters in Atlanta covering following states:

Virginia	Georgia
North Carolina	Florida
South Carolina	

EAST CENTRAL—Headquarters in Chicago covering following states:

Michigan	Indiana
Wisconsin	Ohio
Illinois	

SOUTH CENTRAL—Headquarters in Nashville covering following states:

Kentucky	Mississippi
Tennessee	Alabama

NORTH CENTRAL—Headquarters in Minneapolis covering following states:

North Dakota	Minnesota
South Dakota	

WEST CENTRAL—Headquarters in Kansas City covering the following:

Nebraska	Kansas
Iowa	Missouri

SOUTH WESTERN—Headquarters in Dallas covering following states:

Oklahoma	Texas
Arkansas	Louisiana

ROCKY MOUNTAIN—Headquarters in Denver covering following states:

Montana	Colorado
Wyoming	New Mexico
Utah	

PACIFIC—Headquarters in San Francisco covering following states:

Washington	California
Idaho	Nevada
Oregon	

THE STATE COMMITTEE

A very vital factor in administration will be the State Committee and, where the situation demands it, there will be executive secretaries who will be related to both the State Committee and the National Committee.

Methods of Organization

In cooperation with the Field Department of the General Committee the "State Correspondent," or special representative of the Interchurch World Movement, should call together the representatives of the various Protestant

churches and allied societies for the purpose of organizing the Committee. It should be composed of the strongest, most progressive individuals from all of these churches and societies, with at least one member from each county. Care should be taken that one-half or more of the members are laymen or women. Where there exists a State Council or federation of churches this Committee ought to be created as a part of its work, or certainly in very intimate relations to it, although always with the understanding that liberty should be given in administration of the unique program of the Interchurch World Movement.

Particular attention should be given in this connection also to the state superintendents or secretaries of the various denominations. In many states efficient interdenominational organizations exist which should prove a very powerful factor in the work of the Interchurch World Movement. There should also be close affiliation with similar organizations of the allied societies, such as the Young Men's Christian Association, the Young Women's Christian Association, the Sunday-school agencies and the missionary societies.

The General Committee does not seek to make permanent these State Committees except as their work becomes so effective that in the judgment of Christian leaders they ought to continue indefinitely. However, the Committee goes forward with its work in the hope that in most instances permanent organizations may be the result.

Sub-Committees

The necessary committees and their nomenclature will be worked out by the Committee as necessity arises. The immediate need for such committees as "State-Wide Organization," "Publicity," "Speakers," "Preliminary Survey Research," etc., will be apparent.

General Duties of the State Committee

The chief functions of this Committee will be to act in an advisory capacity and relationship to the national organization and to cooperate with this organization to as great an extent as possible in carrying out the following:

1. The organization of county and local committees.
2. The general arrangement of conferences, meetings and conventions within the state, with programs for the same.
3. The promotion of a comprehensive state publicity program through the religious press, and periodicals and by strong speakers.
4. The development of plans, in cooperation with the National Committee, for the survey of religious conditions and later the dissemination throughout the state of the results of this united survey, which will comprise the home and foreign fields of the world.
5. The organization, training and direction of deputations of special speakers to carry the message of the Movement into every village and town in the state. Great emphasis ought to be given to this feature, which will be the subject of a separate pamphlet.

6. The assistance of the special committees in the financial canvass as outlined by the General Committee.

7. The development of definite plans for the conservation of results in cooperation with national, county and local committees.

COUNTY COMMITTEE

Organization. The same suggestions may be made for the formation of the County Committee as for the State Committee.

Membership. The membership of the County Committee should include chairmen of the respective city, town and village committees.

Administration Economy. While it may seem advisable in most cases to maintain a separate supervising county organization it is suggested that in many cases the local organization in the largest city in the county cooperate with the county organization and thus afford the opportunity of jointly creating and using the necessary machinery. This will reduce machinery and facilitate administration.

Scope. In general, the county organization should cover all the centers of 5,000 population and under. The larger towns and cities will usually adopt the suggestions for local committees which follow.

LOCAL COMMITTEES

The intimations under state committees ought to be followed in reference to existing inter-church committees, councils or federations in

local communities. Where strong organizations of this kind are found one of three methods is suggested for cooperation.

1. Have the work conducted by this organization, provided it is prepared to set aside adequate executive leadership.
2. Have special committee appointed for the Interchurch World Movement. This plan is strongly urged because it affords an opportunity for developing new leadership for an enlarged task.
3. Have the local federation exercise its good office to call together representatives of the various churches and societies in a meeting at which time the committee of the Interchurch World Movement could be organized if approved.

PERSONNEL

Too much emphasis cannot be given to the type of personnel in this and all other committees. The strongest, most progressive men and women ought to be sought diligently for this leadership. Those free from factions, if factions exist, and known to be sympathetic with the new spirit of interdenominationalism.

OBJECTS IN GENERAL

The functions of the Local Committee will be to cooperate with the county, divisional, state and national committees in behalf of a better interchurch method for the Christian churches and affiliated societies in the new era, and to assume the supervision of the entire program of

the Interchurch World Movement. Those associated with the national work have a deep, fervent conviction that this organization ought to be based upon permanent ideals. The larger community tasks are so essential that where two or more Protestant churches are found in any given community they ought to be related to each other by some form of interchurch committee, council or federation.

The following are some of the tasks which can only be met by such a unified committee.

1. *Annual Community Conferences:* That all the churches and allied societies may be intelligent concerning the entire program under contemplation and thus by mutual understanding avoid "overlapping and overlooking."
2. *Conduct Unified Evangelistic Campaigns:* Emphasis to be given to the type of community evangelism now being wrought out without unusual outside leadership.
3. *Direct Social Movements:* That the power of the united church may be felt in the solution of the social problems of the community and in adopting and enforcing laws vital to moral welfare.
4. *Create Comity Boards:* That the spirit of sympathetic understanding may be encouraged among the churches and all Christian and philanthropic organizations. This to include assignment of various societies to special tasks, the location of new buildings and the wisdom of additional organizations.
5. *Establish Publicity Bureaus:* By copy furnished to public press, printed pamphlets and literature to keep all the people aware of the en-

tire Christian program, its success, needs and perils.

6. *Make Available Great Messages:* Upon vital Christian themes, such as "World Peace," "International Justice," "Missionary Outlook," "Social Problems," "Evangelism," "Bible Study." This to be accomplished through occasional monthly or quarterly inspirational and educational union meetings.

Note.—Full details with working program for permanent federation, state or local, will be found in the Manual of Interchurch Work, published by the Commission on Interchurch Federation of the Federal Council of Churches.

SOME PRESENT INTERCHURCH WORLD MOVEMENT RESPONSIBILITIES

1. To conduct meetings and conferences sufficient to make known the whole plan, program and purpose of the Movement. (See one-day programs upon page 8.)
2. To organize special committees in each church or to enlist some existing committee to assume this work as its direct responsibility.
3. To conduct the survey under the leadership of survey secretaries.
4. To organize and promote special institutes and meetings to carry the various messages of the Movement.
5. To organize and promote one or more deputation bands to visit adjacent cities, towns and villages to advocate the Movement and to pro-

claim the good news of the gospel of God. This feature has immense possibilities.

6. To assume the whole program for the entire county as indicated under suggestions for County Committee, unless otherwise provided for.

EXECUTIVE SUPERVISION

In all the cities and towns the results will largely be decided by the type of executive leadership secured. This may be supplied by one of the following methods.

1. *Full time of employed secretary:* In the large cities this is positively essential, and ought to be liberally met.
2. *Volunteer service:* Ofttimes able volunteer service may be had through some capable layman who is so situated that he can get great joy in giving his life to this work, either temporarily or permanently.
3. *Part time service:* There may be found some layman, or pastor, or secretary, serving some Christian society with whom arrangement can be made for part time, sufficient for the needs of the moderate-sized place.

CONFERENCES AND CONVENTIONS

A very vital feature of the entire Movement will be that of its conferences and conventions. These will be held from time to time throughout the nation for the following purposes.

Note.—Several of these have already been held with great power, resulting in intense interest

in the Movement as a whole, and in creating many Interchurch committees in local communities and cities and in strengthening and enlarging those already in existence.

1. To make known the plans, ideals and program of the Movement to all the churches and all the people.

2. To stimulate the principle of cooperative Christian effort among the churches and affiliated societies in every county, local community, city and state of the country.

3. To assist in organizing Interchurch committees, councils or federations for the immediate tasks which can only be met by united effort. These will contemplate permanence in recognition of the growing desire upon the part of the leaders of Christian work for such cooperation and as the most practicable answer to the desire for unity, but will be encouraged and urged, in any event, to meet the demands of the special program of the Interchurch World Movement.

4. To give increasing testimony to the place of the Christian Church as the fundamental agency to make permanent the ideals of an enduring world peace and to help in interpreting the type of gospel message which will contribute most to that end.

5. To enlist and assist in training an adequate force of consecrated men and women to carry out the world-wide, five-year program of the Christian Church as revealed by the survey now being made by the Interchurch World Movement.

These gatherings will cover the following phases:

Divisional Conferences

Regional or divisional conferences where special representatives of churches and Christian societies will meet to form temporary organizations and to confer on the plans best suited to the different areas of the country.

State Conventions

Eventually a gathering of this character will be held in each state to organize the committees necessary for supervision of the work in the state, in each county and in all the larger cities and towns.

Summer Conferences and Training Institutes

During the summer months and the vacation periods popular resorts will be made the centers for very strong gatherings with primary reference to training the leaders for the educational program for the coming fall and winter.

Special Messages

Occasionally there will be held in various states and cities meetings to give unusual attention to the special messages and phases of the Movement such as:

(a) The Survey. (b) Stewardship. (c) Life Service. (d) The United Financial Drive. (e) The Fundamental Principles of Cooperation or Federation.

Metropolitan Conferences

In recognition of the complicated problems in the greater cities, special one-day or two-day conferences will be conducted in each of the metropolitan centers.

Special Denominational and Interdenominational Societies

In view of the vast program and of the peculiar relation of the various church boards, home and foreign, to the Movement, frequent conferences of these representatives will be held that the Movement may thus be kept in close touch with the most responsible bodies.

Church Conventions

So far as possible the Committee will seek to have the Movement presented at all the conventions, assemblies, councils and conferences of the churches and allied societies during 1919.

Special Groups

By states, divisions and cities frequent meetings for inspiration, instruction and conference will be held with special groups that the greatest number possible may be enlisted and that the work may be made, in a high degree, applicable to the unique problems of each; such as:

- (a) students in schools and colleges, (b) business and professional men and women, (c) industrial men and women, (d) pastors, (e) foreign speaking people, (f) colored people.

It is earnestly requested that where such meetings, as indicated above, are being arranged by divisional, state, local, or county committees notice of place, date and speakers shall be reported to the Field Department at national headquarters that complete records may be kept and confusion of dates be avoided.

Suggested One-Day Program for Local Community or County

9:30 A. M. First Session.

Address, "An Adequate Church Program for the New Democracy," or "The New Problems of the Christian Church."

10:30 A. M. Open discussion based upon:

- (a) Is the church meeting the problems of the returned soldiers and sailors?
- (b) Is the church meeting the new community opportunities?
- (c) Are the kindred organizations as vitally related to the church as they ought to be?
- (d) How can a better united expression of the comprehensive church be secured?
- (e) What adjustments in buildings and equipment will be necessitated by an adequate community program?
- (f) What are the difficulties incident to the creation of community churches and how can they be met?

12:00 M. Appointment of special committees to report upon the topics most vital.

12:30 P. M. Second Session.
Meetings of committees and groups upon special phases of the conference.

2:30 P. M. Third Session.
Address, "Making Strong the Spiritual Life of the Church in an Era of Enlarged Social Service."

3:15 P. M. Reports of committees and open discussion.

4:15 P. M. Address, "The Interchurch World Movement of North America: Its Program and Purposes."

6:30 P. M. Fourth Session.
Supper.
Four ten-minute addresses.
Theme, "The Demand for a United Christian Church in Service."

8:00 P. M. Fifth Session.

Public Mass Meeting

- (a) Reports of committees.
- (b) Presentation of permanent plans.
- (c) Address, "The Church and the New World Responsibility."

Where such a conference is carried out the program ought to be modified to give particular emphasis to the feature then most vital, such as: survey, life service, stewardship or financial canvass.

GENERAL NOTES

Prominence to be Given to Laymen and Women

In recognition of the great importance of enlisting the ablest men and women of the nation in this unusual program of the Christian Church, added emphasis is given to the place those of the laity ought to hold in reference to supervision. Every committee should have at least one-half of its members from this source, and the chairman in most cases ought to be a layman. The easy method is to appoint some minister, but generally the stronger way is to take time enough to secure the ablest layman in the city, state or county.

Relationships to Other Religious Bodies

Attention is called to the uniform use of the term "Christian Church" and "Christian organizations." The Movement is essentially Protestant, in the belief that the great immediate issue of the kingdom of God is that of bringing into solid relations in service those churches related to this form of faith.

At no time or place, however, will the effort be permitted to resolve itself into a forum of attack upon any religious bodies, Protestant or Catholic, Greek or Jewish. Attention is also directed to the absolute, complete autonomy of the groups, either by states or localities, to do what seems best to them. There is no centralized ecclesiastical authority contemplated.

The national and state committees exist only for friendly, helpful, Christian service in co-operation.

The Returned Soldier and Sailor

In every city, state and nation the soldiers and sailors who participated in the Great War are to be increasingly a factor of prime importance to be reckoned with. Their effect upon economic, social and political affairs is to be great and not less so upon religious questions. Therefore all committees of the Interchurch World Movement are strongly urged to give attention to a worthy feature of special work in connection with these men.

No attempt is made here to define details of this service for they will vary in time and location and nearly every community is working out its unique program. But the committee in connection with the Movement will not have fully met their obligation or have availed themselves of their opportunity without giving particular place to this department.

"Cooperation" the Central Theme

Reference has been made in the pamphlet, (No. 4) "Its Origin, Purposes and Plans" to the fundamental objective of the effort, but in view of the widespread interest in problems of efficiency, cooperation, coordination and unity, it seems wise to call attention again to the fact that this program is outlined and is to be carried out specifically upon the issues of

interchurch cooperation, local, state, national and world-wide. While individuals upon these committees may feel deeply upon questions of organic union, favorable and unfavorable, and while utmost freedom will be granted in discussion, this committee specifically does not wish to go beyond the limits for which it is appointed. Several strong commissions are now in existence dealing with the organic tasks, and the campaign is not to interfere with them or seem to assume their prerogatives.

Finances

To every such great enterprise the problem of finances must be a vital one, and while it is not possible to lay down any fixed rules for every local situation or emergency which will arise, the following may serve as a guide:

1. The national and divisional budgets will be charged against the financial canvass to be made probably in 1920.
2. The state budgets will be cared for by mutual agreement between the national and state committees. The plan varying according to the special issues involved.
3. The county budgets will be cared for by funds secured in the county. It is not expected that this will involve a very large sum.
4. The local budgets will be cared for by each city except as some special event may require modification.
5. The united financial canvass which is proposed for some time in 1920 will not be attempted until the surveys are all complete and

the educational and inspirational campaigns have thoroughly prepared all the churches and the people for its successful prosecution.

The Definite Spiritual Emphasis

The leaders of the Interchurch World Movement are not indifferent to the very best possible method in organization, that thereby the service of every man and woman related to the Movement may realize its maximum value. Yet all persons who are specially related to the supervision of the Movement are of the opinion that far beyond the organization of committees, emphasis should be laid on spiritual qualities; that the success of the Movement will be measured by the vital spiritual forces that pervade every activity; and that such spiritual qualities as will insure success are possessed only by those given to great endeavor in prayer, constant fellowship in the knowledge of the Scripture and untiring effort in recruiting for discipleship in Jesus Christ. Therefore, every committee of every name, of every kind, for every purpose, is urgently requested to keep these qualities vitally in the forefront. It may not always be wise to have committees appointed for this special responsibility, but all meetings ought to be characterized by this spirit. It is believed that prayerless committee meetings will be a failure in connection with the Interchurch World Movement.

The work of the Interchurch World Movement comes at a time in the history of life and of the world when many are voicing their judgment

concerning the reconstruction of every economical, social, political and religious principle. Men are pointing to courts, leagues, conventions, legislatures and parliaments as the only hope. These have value, but permanent value only as leavened and pervaded by a spiritual interpretation of life. Therefore, the Interchurch World Movement must not be indifferent to or fail in its spiritual emphasis.

In submitting this pamphlet as a guide for those who will be prompted to invest life service in this Interchurch program, the National Committee and all related to it wish to give this paragraph preeminent importance.

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